

AD-A055 250

AIR FORCE OCCUPATIONAL MEASUREMENT CENTER LACKLAND A--ETC F/G 5/9
RECRUITER SPECIAL DUTY IDENTIFIER SDI 99500.(U)
MAY 78

UNCLASSIFIED

AFPT-90-991-299

NL

[OF]

AD
A055250



END
DATE
FILMED

7 -78

DDC

AD A 055250

FOR FURTHER TRAN

OCCUPATIONAL SURVEY REPORT

Aug - Dec 77.



DDC
JUN 19 1978
RECEIVED

RECRUITER SPECIAL DUTY IDENTIFIER

SDI 99500.

AFPT-90-991-299

31 MAY 1978

OCCUPATIONAL SURVEY BRANCH
USAF OCCUPATIONAL MEASUREMENT CENTER
LACKLAND AFB TEXAS 78236

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

78 06 09 072

408 889

nt

AD No. _____
DDC FILE COPY

TABLE OF CONTENTS

	PAGE NUMBER
PREFACE -----	3
SUMMARY OF RESULTS -----	4
INTRODUCTION -----	5
INVENTORY DEVELOPMENT -----	5
INVENTORY ADMINISTRATION -----	6
FUNCTIONAL JOB STRUCTURE WITHIN SDI 99500 -----	7
ANALYSIS OF TIME SERVED IN SDI -----	18
COMPARISON OF AFR 39-1 SPECIALTY DESCRIPTION WITH SURVEY DATA -----	21
COMPARISON OF THE JOB PROFICIENCY GUIDE (JPG) WITH SURVEY RESULTS -----	22
ANALYSIS OF TASK DIFFICULTY -----	23
COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVEY -----	26
SUMMARY OF BACKGROUND INFORMATION -----	28
DISCUSSION -----	32

ACCESSION for	
WHS	Write Section <input checked="" type="checkbox"/>
DDC	Diff Section <input type="checkbox"/>
UNANNOUNCED	<input type="checkbox"/>
POST LOCATION	
BY	
DISTRIBUTION/AVAILABILITY CODES	
Dist.	Avail. and/or SPECIAL
A	

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Air Force Recruiter Special Duty Identifier (SDI 99500). The project was directed by USAF Program Technical Training, Volume 2, dated April 1976. Authority for conducting occupational surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The survey instrument was developed by Mr. James L. Slovak, Inventory Development Specialist. Captain Frederick B. Bower, Jr., Occupational Survey Analyst, analyzed the survey data and wrote the final report. This report has been reviewed and approved by Major Walter F. Kasper, Chief, Airman Career Ladders Analysis Section, Occupational Survey Branch, USAF Occupational Measurement Center, Lackland AFB, Texas, 78236.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Occupational and Manpower Research Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Project Analysis and Programming Branch, Computational Sciences Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Survey Branch (OMY), Lackland AFB, Texas 78236.

This report has been reviewed and is approved.

JAMES A. TURNER, JR., Col, USAF
Commander
USAF Occupational Measurement
Center

WALTER E. DRISKILL, Ph.D.
Chief, Occupational Survey Branch
USAF Occupational Measurement
Center

SUMMARY OF RESULTS

1. Survey Coverage: The Recruiter job inventory was administered during the period August through December 1977. Survey results are based on responses from 1,615 respondents or 66 percent of the 2,463 incumbents who hold the 99500 special duty identifier (SDI).
2. Functional Job Structure: The jobs within the 99500 SDI were found to be relatively homogeneous in terms of both duties and tasks performed. Analysis revealed three job clusters dealing with recruiter salesmanship, recruiter management, and production management; and four independent job groups dealing with AFEES liaison, advertising and publicity, technical school instruction, and classification interviewing.
3. Time In SDI Differences: Task analysis revealed that most incumbents with 1-4 years in the SDI perform the same basic tasks and duties, that of salesmanship. However, after four years there is a distinct shift away from the salesman duties and more emphasis on the supervisory, management, and administrative duties.
4. AFR 39-1 Evaluation: The current 99500 SDI specialty description is an excellent representation of the duties and responsibilities of recruiter salesmen. However, no reference is made to other jobs performed by recruiters such as AFEES liaison, recruiter management, production management, or classification interviewing.
5. Job Proficiency Guide (JPG) Evaluation: The JPG appears up to date and complete in providing general training requirements for recruiter salesmen and their supervisors. However, no emphasis is given to the other jobs within the special duty such as AFEES liaison, production management, or classification interviewing.
6. Comparison To Previous Survey: Comparison of the current survey to the previous survey of 23 March 1973 revealed that the recruiter special duty has remained relatively the same over time. Recruiter salesmanship has continued as the principal job within the duty and at relatively the same percentage of members holding the SDI. Expressed job interest and perceived utilization of talents and training were consistently high across both surveys.
6. Job Satisfaction: Analyzed by TAFMS, job satisfaction was found to be extremely high and consistent across all time periods, even for first and second enlistment groups. Job satisfaction levels for time in the SDI were found to be similar to those of the TAFMS groups. Although there appeared to be a decline in job interest after the eight year point and in utilization of talents and training after the 12 year point, satisfaction levels remained well above comparative percentages for other career ladders surveyed in 1977.

78 06 09 072

OCCUPATIONAL SURVEY REPORT
RECRUITER SPECIAL DUTY IDENTIFIER
(SDI 99500)

INTRODUCTION

↘ This is a report of an occupational survey of personnel serving in the Recruiter Special Duty Identifier (SDI 99500) completed by the Occupational Survey Branch, USAF Occupational Measurement Center during April 1978. A previous occupational survey of this SDI has been conducted and results published in March 1973.

As a minimum, personnel applying for the 99500 SDI must possess a 5-skill level in any Air Force Specialty, be in the paygrade of E-4, and have three years retainability in the Air Force. After acceptance for recruiter duty, applicants then attend the mandatory recruiter course (L3AZR99500-000) at Lackland AFB, Texas. After completion of technical training, the recruiter is generally assigned to a recruiting station and is awarded the 99500 SDI upon reporting to his assignment. However, the individual does not become a fully qualified recruiter until completion of a nine-month field training program and satisfactory performance in all items in the Recruiter Job Proficiency Guide. Personnel are normally assigned to only one controlled tour of duty in the recruiter SDI. ↙

At the time this survey was conducted, the Recruiter SDI was undermanned as reported in the USAF Retraining Advisory of 14 December 1977. An overall shortage existed in the 12+ TAFMS year group and in the paygrades of E-6 and E-7. However, overages were reported in the 7-, 8-, and 10-year TAFMS groups and in the paygrades of E-8 and E-9.

INVENTORY DEVELOPMENT

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-991-299. The survey instrument from the 1973 study of this SDI served as the starting point for development of the new task inventory. The previous task list was expanded and refined through a thorough research of career ladder publications and directives, personal interviews with 27 subject matter specialists at six different recruiting activities, and written reviews from 32 experienced recruiters. This process resulted in a revised job inventory of 403

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

tasks grouped under 14 duty headings and a background section that requested information about the incumbents such as grade, TAFMS, duty title, and job interest.

INVENTORY ADMINISTRATION

During the period August through December 1977, consolidated base personnel offices supporting recruiting organizations administered the inventories to job incumbents holding the 99500 SDI. Table 1 reflects the percentage distribution, by major command, of assigned personnel in the SDI as of 19 July 1977. Also reflected is the distribution, by major command, of incumbents in the final survey sample. The 1,615 respondents in the final sample represent 66 percent of the SDI population of 2,463 members.

TABLE 1

COMMAND REPRESENTATION IN THE SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
ATC	97	97
OTHERS	<u>3</u>	<u>3</u>
TOTAL	100	100

Total Assigned - 2,463

Total Sampled - 1,615

Percent Sampled - 66%

FUNCTIONAL JOB STRUCTURE WITHIN SDI 99500

A key aspect of the occupational survey program is to examine the job structure of career ladders or special duties on the basis of what people are actually doing in the field, rather than on the basis of how official career ladder documents say they are structured. This analysis of actual job structure is made possible by the use of the Comprehensive Occupational Data Analysis Programs (CODAP). By using CODAP, job functions are identified on the basis of similarity in tasks performed and relative time spent performing the tasks. By using the job structure as a starting point, it is possible to first describe the career ladder or special duty as it presently exists, and then, in turn, evaluate the pertinent career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard.

Based on task similarity and the amount of time spent performing the tasks, the best division of the jobs performed in the 99500 SDI is illustrated in Figure 1. These jobs are identified below. (GRP numbers are shown with each group as a cross reference to computer printed summaries provided to training officials.)

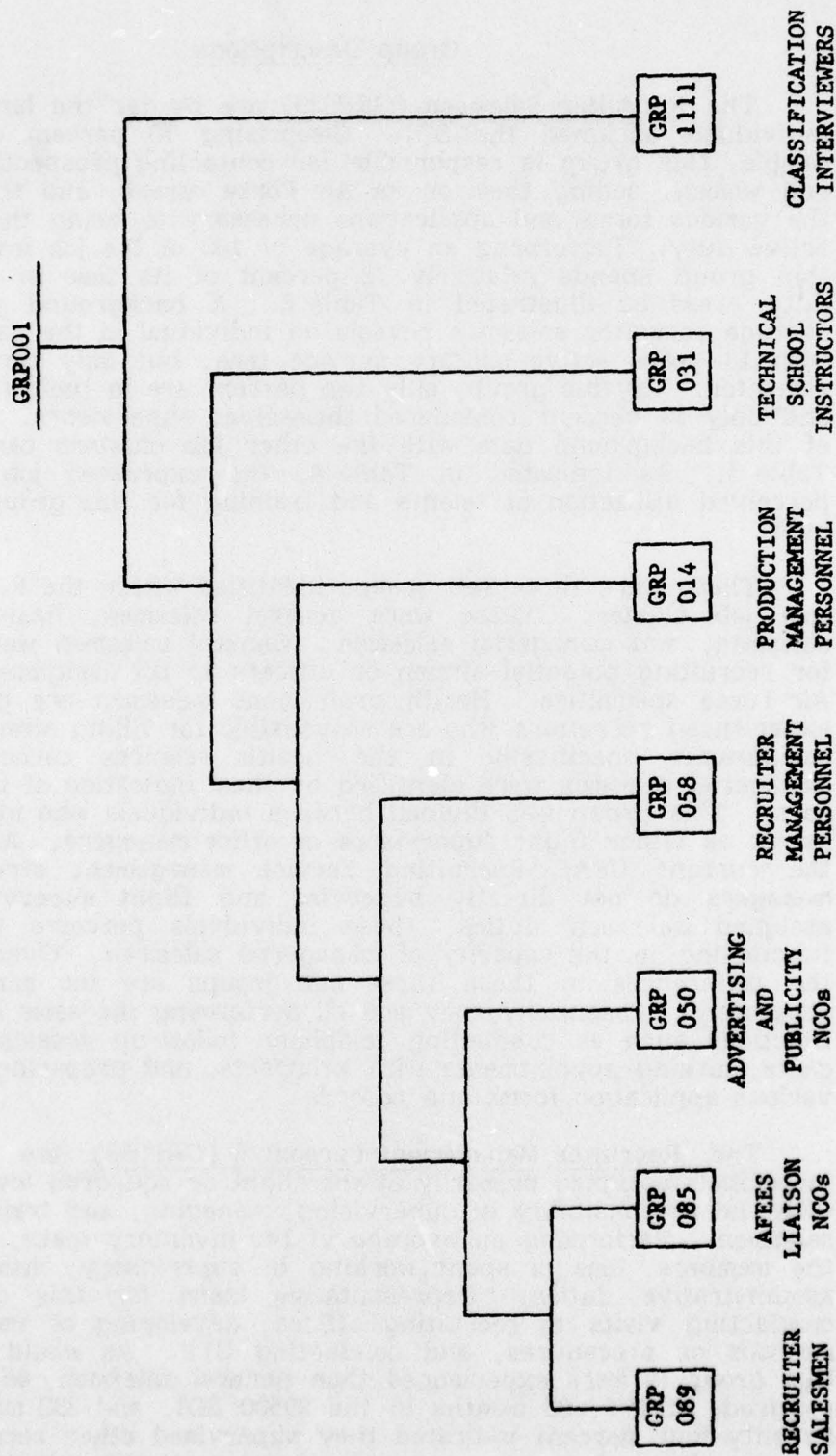
- I. Recruiter Salesmen (GRP089, N=1,127)
- II. AFEES Liaison NCOs (GRP035, N=149)
- III. Advertising and Publicity NCOs (GRP050, N=29)
- IV. Recruiter Management Personnel (GRP058, N=166)
- V. Production Management Personnel (GRP014, N=79)
- VI. Technical School Instructors (GRP031, N=14)
- VII. Classification Interviewers (GRP1111, N=16)

Ninety-eight percent of the respondents in the sample were found to perform jobs roughly equivalent to those described in the seven major groupings listed above. The remaining two percent of the sample included members whose jobs were not associated with any of these major groups, nor did they share any large grouping of common tasks that would cluster them into an identifiable job type.

Because the Recruiter Salesmen, Recruiter Management Personnel, and Production Management Personnel are functionally related, for ease of presentation these job types will be grouped together on any displays of survey data and referred to as job clusters. The four remaining job types will then be displayed on separate tables and referred to as independent job types because each appears at only one organizational level and employ only one duty title for the entire group.

FIGURE 1

FUNCTIONAL JOB STRUCTURE
RECRUITER, 99500 SDI



Group Descriptions

The Recruiter Salesmen (GRP089) are by far the largest group of individuals assigned the SDI. Comprising 70 percent of the survey sample, this group is responsible for contacting prospective young men and women, selling them on an Air Force career, and then processing the various forms and applications necessary to bring the recruits into active duty. Performing an average of 160 of the job inventory tasks, this group spends relatively 72 percent of its time in four technical duty areas as illustrated in Table 2. A background profile of the average recruiter salesman reveals an individual in the paygrade of E-6 with 13 years active military service time, but only three years as a recruiter. Of this group, only two percent are in their first enlistment and only 10 percent considered themselves supervisors. A comparison of this background data with the other job clusters can be found in Table 3. As indicated in Table 4, the expressed job interest and perceived utilization of talents and training for this group is extremely high.

There were three sub-groups identified within the Recruiter Salesmen job cluster. These were general salesmen, health professions salesmen, and managerial salesmen. General salesmen were responsible for recruiting potential airmen or officers to fill assignments across all Air Force specialties. Health professions salesmen are generally more experienced recruiters who are responsible for filling airmen and officer assignments specifically in the health sciences career specialties. Managerial salesmen were identified by their indication of being supervisors. This group was divided between individuals who identified themselves as either flight supervisors or office managers. Although under the current USAF Recruiting Service management structure, office managers do not directly supervise and flight supervisors are not assigned salesman duties, these individuals perceive themselves as functioning in the capacity of managerial salesmen. Overall, however, the differences in these three sub-groups are too minor to report separately. Essentially they are all performing the same basic salesman functions such as conducting telephone follow-up sessions with applicants, making appointments with prospects, and preparing or reviewing various application forms and records.

The Recruiter Management Personnel (GRP058) are a cluster of individuals assigned primarily at the flight or squadron level and tasked with the responsibility of supervising, managing, and training recruiter salesmen. Performing an average of 140 inventory tasks, 54 percent of the members' time is spent working in supervisory, management, and administrative duties. Representative tasks for this group include conducting visits to recruiting offices, developing or improving work methods or procedures, and conducting OJT. As would be expected, this group is more experienced than general salesmen, with an average paygrade of E-7, 83 months in the 99500 SDI, and 233 months TAFMS. Seventy-four percent indicated they supervised other recruiters. Like the recruiter salesmen, expressed job interest and perceived utilization of talents and training is extremely high.

TABLE 2
PERCENT TIME SPENT ON DUTIES BY JOB TYPE CLUSTERS

DUTIES	RECRUITER SALESMEN (N=1,127)	RECRUITER MANAGEMENT PERSONNEL (N=166)	PRODUCTION MANAGEMENT PERSONNEL (N=79)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>			
A ORGANIZING AND PLANNING	*	6	9
B DIRECTING AND IMPLEMENTING	2	12	24
C INSPECTING AND EVALUATING	1	6	8
D TRAINING	1	13	5
<u>ADMINISTRATIVE FUNCTIONS</u>			
E PERFORMING ADMINISTRATIVE, TRANSPORTATION, AND SAFETY FUNCTIONS	7	17	17
<u>TECHNICAL FUNCTIONS</u>			
F MAINTAINING FORMS AND RECORDS	23	16	13
G PERFORMING PLANNING PROCEDURES	13	8	4
H OBTAINING PREAPPROACH INFORMATION	7	2	1
I PERFORMING PROSPECTING PROCEDURES	8	2	*
J MAKING PRESENTATIONS	21	9	6
K PROCESSING APPLICANTS	15	3	2
L PERFORMING RECRUITING SERVICE OR AFTER LIAISON DUTIES	1	2	7
M PERFORMING CLASSIFICATION AND INTERVIEWING DUTIES	1	1	2
N PERFORMING MANAGEMENT EFFECTIVENESS INSPECTION FUNCTIONS	*	3	2

* Indicates Less Than 1 Percent

TABLE 3

BACKGROUND INFORMATION BY JOB CLUSTERS

	RECRUITER SALESMEN (N=1,127)	RECRUITER MANAGEMENT PERSONNEL (N=166)	PRODUCTION MANAGEMENT PERSONNEL (N=79)
AVERAGE NUMBER OF TASKS PERFORMED	160	140	40
AVERAGE PAYGRADE	5.6	7.0	6.4
PERCENT OF MEMBERS SUPERVISING	10%	74%	37%
AVERAGE TIME IN 99500 SDI	37 MOS	83 MOS	71 MOS
AVERAGE TOTAL ACTIVE MILITARY SERVICE	156 MOS	233 MOS	201 MOS
PERCENT OF MEMBERS IN FIRST ENLISTMENT	2%	-	1%

TABLE 4

EXPRESSION OF JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS AND TRAINING BY JOB CLUSTERS
(PERCENT RESPONDING)

	RECRUITER SALESMEN (N=1,127)	RECRUITER MANAGEMENT PERSONNEL (N=166)	PRODUCTION MANAGEMENT PERSONNEL (N=79)
I FIND MY JOB:			
DULL	2	-	6
SO-SO	4	2	13
INTERESTING	90	91	76
NOT REPORTED	4	7	5
MY JOB UTILIZES MY TALENTS:			
NOT AT ALL TO VERY LITTLE	4	1	11
FAIRLY WELL TO VERY WELL	50	38	60
EXCELLENTLY TO PERFECTLY	44	57	29
NOT REPORTED	2	4	-
MY JOB UTILIZES MY TRAINING:			
NOT AT ALL TO VERY LITTLE	4	2	20
FAIRLY WELL TO VERY WELL	51	37	47
EXCELLENTLY TO PERFECTLY	43	57	33
NOT REPORTED	2	4	-

Members of this group are assigned mostly to the group, squadron, or flight level and the job therefore varies in degree of responsibility. While the job titles indicated by respondents in this cluster were flight supervisor, operations superintendent, and training supervisor, it is the factors of organizational level and degree of responsibility that makes one job different from the other rather than the tasks being performed in the job.

Found primarily at the group and squadron level, Production Management Personnel (GRP014) are the most diverse job group in terms of tasks performed of all the groups identified. Averaging only 40 tasks performed, this group is responsible for managing recruitment production goals. They perform such tasks as directing development or maintenance of status boards and charts, planning or preparing briefings, and analyzing production and inspection reports. Typical job titles for this group are operations supervisors and production control NCOs. Average paygrade for this group is slightly over E-6, with members averaging 71 months in the recruiting SDI and 201 months TAFMS. Thirty-seven percent indicated they were supervisors. Expressed job interest and perceived utilization of talents and training are also high for this group but not nearly at the levels for Recruiter Salesmen or Recruiter Management Personnel.

Independent Job Type Descriptions

The AFEES Liaison NCO's (GRP085) are assigned at the Armed Forces Examining and Entrance Stations. It is their job to insure the smooth processing of applicants through the AFEES by insuring that all documentation necessary to process the applicant is accounted for, complete, and correct. As such, 67 percent of the respondent's time is spent in the duties of maintaining forms and records and processing applicants (see Table 5). They perform an average of 91 tasks, such as performing quality control checks on enlistment case files, preparing or reviewing police record check forms, and showing information films to applicants. Members of this group average 61 months in the SDI, 177 months TAFMS, and have an average paygrade of slightly less than E-6. Twenty-five percent indicated they were supervisors. A comparison of this background data with the other independent job types can be found in Table 6. As illustrated in Table 7, expressed job interest and perceived utilization of talents and training, like Recruiter Salesmen, is also extremely high.

Advertising And Publicity NCO's (GRP050) are primarily assigned to the squadron level and are responsible for planning, managing, and conducting Air Force advertising programs. Fifty-nine percent of their time is spent performing administrative functions, making presentations, and performing planning procedures. They perform such tasks as planning or conducting local paid advertising programs, planning or scheduling local base tours, and preparing or releasing news articles. This group averages 73 tasks performed, a paygrade of E-6, 64 months

in the Recruiter SDI, and 182 months TAFMS. Expressed job interest and perceived utilization of talents and training are also very high for this group.

The Technical School Instructors (GRP031) are assigned to the 3290 Technical Training Group at Lackland AFB, Texas, instructing future ANG, AFRES, and USAF Recruiters. Fifty-four percent of their time is spent in training duties, performing such tasks as evaluating progress of resident course students, writing lesson plans or test questions, and demonstrating how to locate technical information. This group averages only 27 tasks performed. The average paygrade is E-6, with average time in the SDI being 66 months, and TAFMS being 178 months. The expressed job interest and perceived utilization of talents and training is also extremely high for this group.

Averaging only 15 tasks performed, the most homogeneous of all the groups is the Classification Interviewers (GRP1111). All are assigned to the 3507 Airman Classification Squadron at Lackland AFB, Texas, and perform only one basic function; that of interviewing basic airmen and classifying them for assignment to Air Force occupational specialties. They perform such tasks as reviewing or making entries on nonprior service classification forms, conducting individual orientation classification interviews, and scheduling trainees for classification board actions. This group averages a paygrade of slightly more than E-6, 73 months in the SDI, and 202 months TAFMS. Their expressed job interest and perceived utilization of talents and training is a marked contrast from the other job groups in this study. While the satisfaction levels are considerably below the levels indicated for the other recruiter job types, this expression of job interest and perceived utilization of talents and training is low when compared to most groups of NCO's in the same relative paygrade with similar TAFMS sampled in 1977.

One fact may help to explain why only the Classification Interviewers were found to be less than satisfied with their job. With the exception of this group, all other job type groups perceived themselves to some degree as salesmen. They spent some time or maintained some contact with prospective Air Force recruits by performing such duties as making presentations, obtaining preapproach information, or performing planning procedures. In the case of the Classification Interviewers, these experienced recruiters were performing in a job where they have no contact with prospective applicants. This factor may produce a negative perception of the job of classification interviewer.

TABLE 5

PERCENT TIME SPENT ON DUTIES BY INDEPENDENT JOB TYPES

DUTIES	AFEES LIAISON NCOs (N=149)	ADVERTISING AND PUBLICITY NCOs (N=29)	TECHNICAL SCHOOL INSTRUCTORS (N=14)	CLASSIFICATION INTERVIEWERS (N=16)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>				
A ORGANIZING AND PLANNING	1	5	4	-
B DIRECTING AND IMPLEMENTING	3	11	12	2
C INSPECTING AND EVALUATING	1	4	2	*
D TRAINING	1	5	54	*
<u>ADMINISTRATIVE FUNCTIONS</u>				
E PERFORMING ADMINISTRATIVE, TRANSPORTATION, AND SAFETY FUNCTIONS	6	19	17	*
<u>TECHNICAL FUNCTIONS</u>				
F MAINTAINING FORMS AND RECORDS	43	6	*	1
G PERFORMING PLANNING PROCEDURES	3	17	2	-
H OBTAINING PREAPPROACH INFORMATION	*	4	*	-
I PERFORMING PROSPECTING PROCEDURES	*	1	-	-
J MAKING PRESENTATIONS	7	23	7	-
K PROCESSING APPLICANTS	24	1	1	-
L PERFORMING RECRUITING SERVICE OR AFEES LIAISON DUTIES	8	*	-	*
M PERFORMING CLASSIFICATION AND INTERVIEWING DUTIES	3	-	-	97
N PERFORMING MANAGEMENT EFFECTIVENESS INSPECTION FUNCTIONS	*	4	1	-

* Indicates Less Than 1 Percent

TABLE 6
BACKGROUND INFORMATION BY INDEPENDENT JOB TYPES

	AFES LIAISON NCOs (N=149)	ADVERTISING AND PUBLICITY NCOs (N=29)	TECHNICAL SCHOOL INSTRUCTORS (N=14)	CLASSIFICATION INTERVIEWERS (N=16)
AVERAGE NUMBER OF TASKS PERFORMED	91	73	27	15
AVERAGE PAYGRADE	5.9	6.0	6.1	6.4
PERCENT OF MEMBERS SUPERVISING	25%	28%	14%	-
AVERAGE TIME IN 99500 SDI	61 MOS	64 MOS	66 MOS	73 MOS
AVERAGE TOTAL ACTIVE MILITARY SERVICE	177 MOS	182 MOS	178 MOS	202 MOS

TABLE 7

EXPRESSION OF JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS AND TRAINING
BY INDEPENDENT JOB TYPES
(PERCENT RESPONDING)

	AFES LIAISON NCOs (N=149)	ADVERTISING AND PUBLICITY NCOs (N=29)	TECHNICAL SCHOOL INSTRUCTORS (N=14)	CLASSIFICATION INTERVIEWERS (N=16)
I FIND MY JOB:				
DULL	-	-	-	25
SO-SO	3	7	7	13
INTERESTING	92	83	93	56
NOT REPORTED	5	10	-	6
MY JOB UTILIZES MY TALENTS:				
NOT AT ALL TO VERY LITTLE	4	3	-	44
FAIRLY WELL TO VERY WELL	58	38	50	38
EXCELLENTLY TO PERFECTLY	37	55	50	18
NOT REPORTED	1	4	-	-
MY JOB UTILIZES MY TRAINING:				
NOT AT ALL TO VERY LITTLE	3	10	-	44
FAIRLY WELL TO VERY WELL	50	59	50	31
EXCELLENTLY TO PERFECTLY	45	28	50	25
NOT REPORTED	2	3	-	-

ANALYSIS OF TIME SERVED IN SDI

Jobs within the Recruiter SDI are differentiated not only by the tasks performed but by the time the individuals in the jobs have served as recruiters. Therefore, an analysis was made comparing job differences among survey respondents based on time served in the SDI. Table 8 depicts the percent time spent by time in SDI groups on the various duties listed in the job inventory. There is clearly a differentiation between those respondents with less than 48 months in the SDI and those with 49 or more months experience. As would be expected, those jobs requiring more supervision, management, or administrative skill are performed by personnel more experienced in recruiting.

In looking at the job performance of first assignment personnel (1-24 months time in SDI), it was found that 136 of the 403 tasks in the job inventory are performed by 50 percent or more of the respondents. The average number of tasks performed is 143. Representative tasks for this group are displayed in Table 9. It is obvious from looking at these tasks that first assignment personnel constitute a very homogeneous group of airmen assigned almost exclusively as recruiter salesmen. Ninety-five percent of this group did in fact group in the Recruiter Salesmen cluster. Analysis of airmen with 25-48 months in the SDI revealed that the job does not appreciably change from that of the 1-24 months group. At least 68 percent of the members of the 25-48 months group were found to be performing each of the tasks listed in Table 9, and 64 percent of this group clustered in the Recruiter Salesmen job type.

As might be expected, there is a distinct shift away from the salesmen duties after four years in the SDI. Experienced recruiters appear to be assigned to positions where more time is spent performing supervisory, management, and administrative functions. However, there is very little difference in the percent time spent on duties among the higher time in SDI groups. Since only four percent of the survey sample indicated serving more than 12 years in the SDI, and only 36 percent with more than four years, there does not appear to be a requirement for progressive experience beyond the assignment of salesman. It should be noted that 57 percent of those airmen with less than 48 months in the SDI have 10 or more years TAFMS. This, in itself, would inhibit the development of career recruiters.

TABLE 8

PERCENT TIME SPENT ON DUTIES BY TIME IN SDI GROUPS

DUTIES	1-24 MOS (N=575)	25-48 MOS (N=458)	49-96 MOS (N=378)	97-144 MOS (N=116)	145+ MOS (N=70)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>					
A ORGANIZING AND PLANNING	1	1	3	4	4
B DIRECTING AND IMPLEMENTING	2	5	7	9	8
C INSPECTING AND EVALUATING	1	1	3	4	4
D TRAINING	*	2	5	7	5
<u>ADMINISTRATIVE FUNCTIONS</u>					
E PERFORMING ADMINISTRATIVE, TRANSPORTATION, AND SAFETY FUNCTIONS	7	9	11	12	11
<u>TECHNICAL FUNCTIONS</u>					
F MAINTAINING FORMS AND RECORDS	24	25	21	19	19
G PERFORMING PLANNING PROCEDURES	12	10	10	9	9
H OBTAINING PREAPPROACH INFORMATION	7	5	4	4	4
I PERFORMING PROSPECTING PROCEDURES	7	6	4	4	5
J MAKING PRESENTATIONS	21	16	14	12	14
K PROCESSING APPLICANTS	16	14	11	10	10
L PERFORMING RECRUITING SERVICE OR AFEEES LIAISON DUTIES	1	3	3	2	2
M PERFORMING CLASSIFICATION AND INTERVIEWING DUTIES	1	2	3	2	4
N PERFORMING MANAGEMENT EFFECTIVENESS INSPECTION FUNCTIONS	*	1	1	2	1

* Indicates Less Than 1 Percent

TABLE 9

TASKS PERFORMED BY 94 PERCENT OR MORE OF FIRST ASSIGNMENT 99500 PERSONNEL
(1-24 MONTHS TIME IN SDI)

TASK	PERCENT MEMBERS PERFORMING
J11 ESTABLISH RAPPORT WITH PROSPECTS	96
J13 EVALUATE PRIMARY INTERESTS OF PROPECTS	95
F13 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 4) FORMS (DD FORM 1966/4)	95
F44 PREPARE OR REVIEW PRIVACY ACT STATEMENT - US AIR FORCE APPLICATION RECORDS FORMS (AF FORM 883)	95
J16 INTERVIEW WALK-IN PROSPECTS	95
J17 MAKE APPOINTMENTS WITH PROSPECTS	95
J14 EVALUATE PROPECT'S QUALIFICATIONS	95
J3 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS TO AIR FORCE ENLISTMENTS	95
F11 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 2) FORMS (DD FORM 1966/2)	95
F12 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 3) FORMS (DD FORM 1966/3)	95
F14 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 5) FORMS (DD FORM 1966/5)	95
F15 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 6) FORMS (DD FORM 1966/6)	95
F10 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 1) FORMS (DD FORM 1966/1)	95
G30 PLAN SCHOOL MAILOUTS OR TELEPHONE CALLS	94
K9 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	94
K1 ASSEMBLE CASE FILES	94
K8 CONDUCT PROSPECTING THROUGH PERPETUATION	94
J2 ANSWER TELEPHONIC INQUIRIES FROM CIVILIAN SOURCES	94
F43 PREPARE OR REVIEW POLICE RECORD CHECK FORMS (DD FORM 369)	94

**COMPARISON OF AFR 39-1 SPECIALTY DESCRIPTION
WITH SURVEY DATA**

The AFR 39-1 specialty description for the Special Duty Identifier 99500 was compared against the survey data. This specialty description is an excellent representation of the duties and responsibilities of the recruiter salesman. However, no reference is made to the other duties and responsibilities of recruiters such as AFEES liaison, recruiter management, production management, and classification interviewing. The specialty description does not provide the prospective recruiter the knowledge that he or she has the opportunity within the special duty to progress beyond the position of salesman. Consideration should be given to broadening the scope of this specialty description to include more of the major duties and responsibilities performed by recruiters.

COMPARISON OF THE JOB PROFICIENCY GUIDE (JPG) WITH SURVEY RESULTS

Because there is no specialty training standard (STS) for recruiters, on-the-job training is based on meeting the standards set forth in a job proficiency guide (JPG). Requirements for the JPG are established in ATCR 50-16. The AF Form 797, Job Proficiency Guide, is constructed in a manner similar to an STS with a 3-, 5-, and 7-skill level for each entry. Non-supervisors are evaluated at the 5-skill level and supervisors and personnel assigned to group level or above are evaluated at the 7-skill level on each JPG entry. A review of the current JPG, dated 1 February 1978, was made for both skill levels. Assistance was provided by subject matter specialists at the USAF Recruiter School, Lackland AFB, TX, who matched inventory tasks with the JPG items. Each of the JPG items containing task knowledge or performance requirements were compared to the survey results. Items containing only general information or subject knowledge proficiency level requirements were not evaluated.

Overall, the JPG appears to be up to date and complete in providing general training requirements for recruiter salesmen and their supervisors. Most JPG items were well supported by the survey data. However, like the AFR 39-1 specialty description, no emphasis is given to the other jobs within the special duty such as AFEES liaison, production management, and classification interviewing. In addition, two other duty areas in the job inventory could not be matched to the JPG; obtaining preapproach information and performing management effectiveness inspection (MEI) functions. Although only one percent of their time is spent performing MEI functions, five percent of the time was spent by the total survey sample in obtaining preapproach information. Therefore, consideration should be given to including these duties as items in the next revision of the JPG.

ANALYSIS OF TASK DIFFICULTY

From a listing of airmen identified for the 99500 SDI job survey, experienced recruiters from various organizational levels and locations were selected to rate task difficulty. Tasks were rated on a nine-point scale from extremely low to extremely high difficulty, with difficulty defined as the length of time it takes an average incumbent to learn to do the task. Interrater agreement among the 78 raters was .92. Ratings were adjusted (standardized) so that tasks of average difficulty have ratings of 5.00.

Of the 403 tasks in the inventory, 202 tasks were rated above average in difficulty. Table 10 lists 22 tasks which are performed by 75 percent or more of the survey respondents. These tasks are all technical in nature and deal for the most part in the duties of making presentations and maintaining forms and records. It should also be noted that all of these 22 tasks are being performed by 81 percent or more of first assignment personnel. The position of recruiter salesman is apparently not a job where an individual is allowed to gradually progress through the duties from the simple to the more complex but rather it is a job demanding immediate competence in all related duty functions.

Of the 201 tasks rated as less than average in difficulty, 19 are performed by 70 percent or more of the survey respondents. These tasks are listed in Table 11. As would be expected, these tasks are basically technical rather than supervisory tasks, with large percentages of first assignment recruiters performing them. These tasks appear to be more routine and pertain primarily to processing applicants, performing administrative, transportation and safety functions, and the easier tasks related to maintaining forms and records.

TABLE 10

TASKS RATED ABOVE AVERAGE IN DIFFICULTY WHICH ARE PERFORMED BY 75 PERCENT OR MORE OF
99500 SDI RESPONDENTS

TASKS	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
J3 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS TO AIR FORCE ENLISTMENTS	7.29	80
F52 PREPARE OR REVIEW REQUEST FOR WAIVER OF DISQUALIFYING FACTOR FORMS (ATC FORM 1415)	6.78	75
J8 DELIVER SPEECHES	6.33	75
J13 EVALUATE PRIMARY INTERESTS OF PROSPECTS	6.08	77
J11 ESTABLISH RAPPORT WITH PROSPECTS	6.08	78
F37 PREPARE OR REVIEW DEPARTMENT OF DEFENSE NATIONAL AGENCY CHECK REQUEST FORMS (DD FORM 1584)	6.00	75
J9 ENTERTAIN PROSPECTS, APPLICANTS, OR COI	5.81	76
J14 EVALUATE PROSPECTS' QUALIFICATIONS	5.80	79
F11 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 2) FORMS (DD FORM 1966/2)	5.59	81
F12 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 3) FORMS (DD FORM 1966/3)	5.57	81
J15 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	5.54	79
F42 PREPARE OR REVIEW PERSONAL INTERVIEW RECORD FORMS (ATC FORM 1319)	5.54	75
F14 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 5) FORMS (DD FORM 1966/5)	5.50	81
F10 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 1) FORMS (DD FORM 1966/1)	5.45	82
F43 PREPARE OR REVIEW POLICE RECORD CHECK FORMS (DD FORM 369)	5.39	81
F13 PREPARE OR REVIEW APPLICATION FOR ENLISTMENT-ARMED FORCES OF THE UNITED STATES (PAGE 4) FORMS (DD FORM 1966/4)	5.37	81

TABLE 11

TASKS RATED BELOW AVERAGE IN DIFFICULTY WHICH ARE PERFORMED BY 70 PERCENT OR MORE OF
99500 SDI RESPONDENTS

TASKS	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
F56 PREPARE OR REVIEW STATEMENT OF UNDERSTANDING (DEPENDENCY) FORMS (AF FORM 3010)	4.66	82
E27 REVIEW CORRESPONDENCE OR REPORTS	4.61	74
F19 PREPARE OR REVIEW AUTHORIZED LONG DISTANCE TELEPHONE CALLS FORMS (AF FORM 1072)	4.59	79
K2 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	4.42	71
E17 OPERATE USAF RECRUITING SERVICE VEHICLES	4.36	83
F20 PREPARE OR REVIEW CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS FORMS (SF 1164)	4.28	74
K33 VERIFY APPLICANTS' PRIOR SERVICE TIME FROM DD FORMS 214	4.27	75
F58 PREPARE OR REVIEW USAF DRUG ABUSE CERTIFICATE (APPOINTMENT/ OFFICER TRAINING APPLICANTS ONLY) FORMS (AF FORM 2061)	4.20	72
J21 PARTICIPATE IN RECRUITER CONFERENCES OR MEETINGS	4.17	83
K34 VERIFY BIRTH CERTIFICATES	3.96	75
J20 OPERATE SOUND OR VISUAL AID EQUIPMENT	3.94	74
E25 READ OR POST CHANGE NOTICES TO PUBLICATIONS	3.93	86
K32 VERIFY APPLICANTS' EDUCATIONAL LEVELS	3.82	74
E18 PERFORM VEHICLE SAFETY INSPECTIONS	3.74	76
F18 PREPARE OR REVIEW APPLICATION FOR VERIFICATION OF BIRTH FOR OFFICIAL U.S. ARMED FORCES USE ONLY FORMS (DD FORM 372)	3.65	76
K12 GIVE DIRECTIONS TO APPLICANTS AS TO PROCESSING POINT LOCATIONS	3.65	75
K21 PLAN OR SHOW INFORMATION FILMS TO APPLICANTS	3.53	74
F44 PREPARE OR REVIEW PRIVACY ACT STATEMENT - US AIR FORCE APPLICATION RECORDS FORMS (AF FORM 883)	3.49	84
F5 MAINTAIN VISITORS LOG FORMS (ATC FORM 1351)	2.24	70

COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVEY

The results of this survey were compared to those of Occupational Survey Report AFPT 90-991-094, SDI 99120, dated 23 March 1973. Sample sizes are comparable, with 1,665 respondents making up the previous sample and 1,615 respondents in the current sample.

Functional job structure has remained relatively the same since the previous survey, as shown in Table 12. General Recruiter (Recruiter Salesman) has continued as the principal job type within the special duty, and at relatively the same percentage of the sample. OTS Recruiters and WAF Recruiters were not identified in the current job structure. However, recruitment of OTS candidates and women are now the responsibility of all recruiter salesmen. Neither was there a group of testing personnel identified in this study. Some SDI 99500 personnel in the current survey did identify themselves as Testing Specialists but they were too diverse in their task performance to group as an identifiable and distinct job type. A check with personnel at the USAF Recruiting School revealed that the job, located at Military Enlistment Processing Command (MEPCOM) Centers, is no longer the responsibility of recruiters. They are presently being replaced through attrition by personnel specialists (AFSC 732X0). Production Management NCOs and Classification Interviewers were also not identified in the previous survey. According to technical school personnel, these jobs did exist at the time of the previous survey but were identified as distinct groups in this survey because of improvements and refinements in the USAF Job Inventory.

Both surveys revealed the expressed job interest and perceived utilization of talents and training of survey respondents to be extremely high. Other background data such as average pay grade, TAFMS, and time in the SDI were also consistent between surveys.

Overall, the comparison revealed that the 99500 SDI has remained relatively unchanged in terms of functional job structure and personnel makeup. In addition, there is no evidence to suggest the recruiter duty is undergoing any evolutionary change or shift in primary job functions.

TABLE 12

COMPARISON OF FUNCTIONAL JOB STRUCTURE BETWEEN PREVIOUS
AND CURRENT SURVEYS

PREVIOUS SURVEY JOB
STRUCTURE IDENTIFICATION

GENERAL RECRUITER CLUSTER (N=1192)
OTS RECRUITER CLUSTER (N=18)
WAF RECRUITER (N=7)
SUPERVISORY CLUSTER (N=190)
TEST CLUSTER (N=86)
AF LIAISON NCO (N=61)
ADVERTISING AND PUBLICITY CLUSTER (N=43)
TRAINING CLUSTER (N=23)

CURRENT SURVEY JOB
STRUCTURE IDENTIFICATION

RECRUITER SALESMEN (N=1127)

RECRUITER MANAGEMENT PERSONNEL (N=166)

AFEEES LIAISON (N=149)
ADVERTISING AND PUBLICITY NCOs (N=29)
TECHNICAL SCHOOL INSTRUCTORS (N=14)
PRODUCTION MANAGEMENT PERSONNEL (N=79)
CLASSIFICATION INTERVIEWERS (N=16)

SUMMARY OF BACKGROUND INFORMATION

Relative Job Satisfaction

An analysis of relative job satisfaction was performed for both TAFMS and time in the SDI groups. Percentages responding to the various points of job interest and perceived utilization of talents and training are shown in Tables 13 and 14.

As in the analysis of job satisfaction by functional job groups, analysis for TAFMS groups also revealed recruiter personnel to be very satisfied with their job and the way their talents and training are being utilized. Of importance is the fact that these high job satisfaction levels are consistent across all periods of enlistment. Although these airmen are all volunteers for the special duty, it is still unusual to find such a high degree of job satisfaction among first and second enlistment personnel.

Job satisfaction levels for time in the SDI were found to be similar to those of the TAFMS groups. Although there appeared to be a decline in job interest in the 97-144 month group and in utilization of talents and training in the 145+ month group, the satisfaction levels are still well above any comparative percentages for other career ladders surveyed.

Normally a comparison is made between the satisfaction levels reported by airmen in similar career ladders surveyed the previous year, but no special duty identifiers were surveyed in 1977. However, a comparison across all the career ladders surveyed in 1977 showed that only enlisted aircrew members registered a comparable job interest level.

Reenlistment Intentions

The expressed intentions toward reenlistment by SDI 99500 survey respondents are displayed in Table 15. As would be expected in a group composed primarily of career airmen, reenlistment intentions are high. However, a comparison of reenlistment intentions of first and second enlistment groups against the intentions of the same groups in the career ladders surveyed in 1977 revealed non-career recruiter personnel intended to reenlist in far greater numbers than non-career airmen in any other Air Force specialty in the 1977 survey sample.

TABLE 13

EXPRESSION OF JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS
AND TRAINING FOR SDI 99500 PERSONNEL BY TAFMS
(PERCENT RESPONDING)

	MONTHS TOTAL ACTIVE MILITARY SERVICE					
	1-48 (N=32)	49-96 (N=188)	97-144 (N=400)	145-192 (N=347)	193-240 (N=444)	241+ (N=202)
<u>I FIND MY JOB:</u>						
EXTREMELY DULL TO FAIRLY DULL	-	1	2	2	2	2
SO-SO	13	5	5	4	4	4
FAIRLY INTERESTING TO EXTREMELY INTERESTING	78	89	89	89	88	89
NO REPLY	9	5	4	5	6	5
<u>MY JOB UTILIZES MY TALENTS:</u>						
NOT AT ALL TO VERY LITTLE	6	4	6	4	4	5
FAIRLY WELL TO VERY WELL	41	55	55	50	49	39
EXCELLENTLY TO PERFECTLY	53	40	38	44	45	54
NO REPLY	-	1	1	2	2	2
<u>MY JOB UTILIZES MY TRAINING:</u>						
NOT AT ALL TO VERY LITTLE	6	7	8	4	6	6
FAIRLY WELL TO VERY WELL	60	50	51	51	46	39
EXCELLENTLY TO PERFECTLY	34	42	39	44	45	52
NO REPLY	-	1	2	1	3	3

TABLE 14

EXPRESSION OF JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS
AND TRAINING FOR SDI 99500 PERSONNEL BY TIME IN SDI
(PERCENT RESPONDING)

	MONTHS TIME IN SDI			
	1-48 (N=1033)	49-96 (N=378)	97-144 (N=116)	145+ (N=70)
<u>I FIND MY JOB:</u>				
EXTREMELY DULL TO FAIRLY DULL	2	1	5	-
SO-SO	5	3	4	4
FAIRLY INTERESTING TO EXTREMELY INTERESTING	89	92	83	87
NO REPLY	4	4	8	9
<u>MY JOB UTILIZES MY TALENTS:</u>				
NOT AT ALL TO VERY LITTLE	5	3	8	6
FAIRLY WELL TO VERY WELL	53	46	39	51
EXCELLENTLY TO PERFECTLY	40	50	53	39
NO REPLY	2	1	3	4
<u>MY JOB UTILIZES MY TRAINING:</u>				
NOT AT ALL TO VERY LITTLE	6	6	10	7
FAIRLY WELL TO VERY WELL	52	43	39	50
EXCELLENTLY TO PERFECTLY	41	49	48	37
NO REPLY	1	2	3	6

TABLE 15

**REENLISTMENT INTENTIONS OF SDI 99500 PERSONNEL
(PERCENT RESPONDING)**

<u>REENLISTMENT INTENTIONS</u>	<u>MONTHS TOTAL ACTIVE MILITARY SERVICE</u>					
	<u>1-48 (N=32)</u>	<u>49-96 (N=188)</u>	<u>97-144 (N=400)</u>	<u>145-192 (N=347)</u>	<u>193-240 (N=444)</u>	<u>241+ (N=202)</u>
NO	6	6	2	1	18	36
UNCERTAIN, PROBABLY NO	10	6	1	1	10	10
UNCERTAIN, PROBABLY YES	25	18	10	2	21	15
YES	59	68	85	95	46	35
NO REPLY	-	2	2	1	5	4

DISCUSSION

1. The Recruiter was found to have a fairly homogeneous job in terms of both duties and tasks performed. Analysis of the job structure revealed 70 percent of the survey respondents performing in essentially the same capacity, that of recruiter salesmen. In fact, nearly all other respondents serving in other functional jobs still perceived themselves to some degree as salesmen. This special duty, on the whole, is quite stable as evidenced by the fact that the functional job structure and primary duty responsibilities have remained relatively unchanged over the years since the SDI was last surveyed in 1973.
2. Review of the AFR 39-1 specialty description showed it to be an excellent description of the duties and responsibilities of a recruiter salesman. However, no mention is made of the duties and responsibilities of the other 30 percent of 99500 SDI incumbents. An additional paragraph describing the other jobs available within the special duty should be considered for a future revision of AFR 39-1.
3. A review of the SDI 99500 JPG revealed that, like AFR 39-1, it was an excellent training document for recruiter salesman, but did not cover the other functional jobs performed by recruiters. The JPG should be revised to include the responsibilities of AFEES liaison, production control, classification interviewing, obtaining preapproach information, and performing MEI functions.